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Proposed programme budget for the biennium 2014-2015*

Part X
Jointly financed administrative activities and special expenses

Section 31
Jointly financed administrative activities

(Programme 27 of the biennial programme plan for the period 2014-2015)**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.

** A/67/6/Rev.1.

*** The present report does not contain an annex on outputs included in the biennium 2012-2013 that will not be carried out in 2014-2015, given that there are no discontinued outputs.

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Overview

Table 31.1 **Financial resources, regular budget**

(United States dollars)

Approved resources for 2012-2013[a]	11 529 300
Technical adjustments (delayed impact and removal of non-recurrent requirements)/growth	(434 500)
Total resource change	(434 500)
Proposal of the Secretary-General for 2014-2015[a]	11 094 800

[a] At 2012-2013 rates.

Table 31.2 **Financial resources, jointly financed budgets**

(United States dollars)

Approved resources for 2012-2013[a]	40 316 600
Technical adjustments (delayed impact and removal of non-recurrent requirements)/growth	(541 900)
Total resource change	(541 900)
Proposal of the Secretary-General for 2014-2015[a]	39 774 700

[a] At 2012-2013 rates.

Table 31.3 **Post resources, jointly financed activities**[a]

	Number	*Level*
Approved for the biennium 2012-2013	81	3 D-2, 5 D-1, 8 P-5, 15 P-4, 8 P-3, 5 P-2/1, 4 GS (PL), 33 GS (OL)
Proposed for the biennium 2014-2015	81	3 D-2, 5 D-1, 8 P-5, 15 P-4, 8 P-3, 5 P-2/1, 4 GS (PL), 33 GS (OL)

[a] All 81 posts under this section are jointly financed under the established cost-sharing arrangements.

Overall orientation

31.1 Provisions under the present section cover the requirements for the United Nations share in the costs of three administrative organizational units of the United Nations common system financed on an inter-agency basis. They are:

(a) The International Civil Service Commission (ICSC) and its secretariat;

(b) The Joint Inspection Unit and its secretariat;

(c) The secretariat of the United Nations System Chief Executives Board for Coordination (CEB), including the International Public Sector Accounting Standards (IPSAS) project aimed at providing system-wide support and coordination during the implementation of IPSAS by United Nations system organizations that make financial contributions to the project.

Note: The following abbreviations are used in tables and charts: GS, General Service; PL, Principal level; OL, Other level; ICSC, International Civil Service Commission; CEB, United Nations System Chief Executives Board for Coordination.

31.2 Under article 21, paragraph 2, of the statute of ICSC, a provision is made for the inclusion of the requirements for ICSC in the regular budget of the United Nations. The budget estimates for the Commission are submitted by the Secretary-General, after consultation with CEB on the basis of proposals made by the Commission. As regards the Joint Inspection Unit, in accordance with article 20 of its statute, the Unit's budget is included in the regular budget of the United Nations, and its budget estimates are established by the Secretary-General after consultation with CEB on the basis of proposals made by the Unit. The full budgets of ICSC and the Unit are presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The full budget of CEB, including the IPSAS project, is presented for information purposes, while the United Nations share of it is presented for approval.

31.3 The ICSC and Joint Inspection Unit budget proposals, as well as the proposed budgets for CEB and IPSAS, were circulated by the CEB secretariat on 14 February 2013 to CEB member organizations, seeking their comments. The consultation process within the framework of CEB was completed in February 2013, and the Finance and Budget Network of the High-level Committee on Management concluded its consideration of the matter at its twentieth meeting, held on 26 February 2013. This consultation was carried out during the formulation stage of the proposed programme budget by the Secretary-General. In accordance with article 21 of the statute of ICSC and article 20 of the statute of the Joint Inspection Unit, the comments of CEB organizations were taken into consideration in the finalization of the proposed programme budgets in respect of ICSC and the Unit for the biennium 2014-2015.

Overview of resources

31.4 The overall resources proposed for the biennium 2014-2015 under the regular budget for this section, representing the United Nations share of the requirements of the jointly financed activities of ICSC, the Joint Inspection Unit, CEB and the IPSAS project, amount to $11,094,800 before recosting, reflecting a decrease of $434,500 (or 3.8 per cent) compared with the 2012-2013 budget at revised rates. The regular budget requirements reflect the estimated percentage shares of the cost of those jointly financed activities, as determined by CEB on the basis of established methodology. Resource changes under the regular budget result from changes in the United Nations percentage share of the cost of those activities, together with a decrease in the total resource requirements for jointly financed activities for the biennium 2014-2015.

31.5 The overall resource requirements for the jointly financed budgets of ICSC, the Joint Inspection Unit, CEB and the IPSAS project amount to $39,774,700 before recosting, reflecting a decrease of $541,900 compared with the 2012-2013 resources at revised rates.

31.6 The distribution of regular budget resources is reflected in table 31.4 below. By comparison, the full amount of estimated resources for the jointly financed activities programmed in this section are summarized in table 31.5, as well as the post requirements for the jointly financed activities, which are summarized in tables 31.6 and 31.7 below.

Table 31.4 **Regular budget financial resources, by component (United Nations share of jointly financed activities)**

(Thousands of United States dollars)

			Resource changes							
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)/ growth*	*In line with resolution 67/248*	*Reflected in budget outline report*[a]	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. International Civil Service Commission	5 379.3	6 066.5	(149.3)	–	–	(149.3)	(2.5)	5 917.2	208.0	6 125.2
B. Joint Inspection Unit	3 367.5	3 286.4	(138.6)	–	–	(138.6)	(4.2)	3 147.8	(0.3)	3 147.5
C. United Nations System Chief Executives Board for Coordination[b]	1 393.8	2 176.4	(146.6)	–	–	(146.6)	(6.7)	2 029.8	25.9	2 055.7
Total	**10 140.6**	**11 529.3**	**(434.5)**	–	–	**(434.5)**	**(3.8)**	**11 094.8**	**233.6**	**11 328.4**

[a] A/67/529 and Corr.1.

[b] Includes the United Nations share of the IPSAS project in the amount of $534,700 for the biennium 2012-2013 and $429,600 for the biennium 2014-2015.

Table 31.5 **Jointly financed resources, by component**

(Thousands of United States dollars)

			Resource changes							
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)/ growth*	*In line with resolution 67/248*	*Reflected in budget outline report*[a]	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. International Civil Service Commission	16 291.6	18 419.6	(100.0)	–	–	(100.0)	(0.5)	18 319.6	643.9	18 963.5
B. Joint Inspection Unit	14 207.7	14 161.3	(108.6)	–	–	(108.6)	(0.8)	14 052.7	(1.3)	14 051.4
C. United Nations System Chief Executives Board for Coordination[b]	5 877.0	7 735.7	(333.3)	–	–	(333.3)	(4.3)	7 402.4	94.1	7 496.5
Total	**36 376.3**	**40 316.6**	**(541.9)**	–	–	**(541.9)**	**(1.3)**	**39 774.7**	**736.7**	**40 511.4**

[a] A/67/529 and Corr.1.

[b] Includes requirements for the IPSAS project in the amount of $1,895,500 for the biennium 2012-2013 and $1,562,200 for the biennium 2014-2015.

Table 31.6 **Post resources, by component[a] (jointly financed resource requirements)**

	Established		*Temporary*[b]		*Total*	
	2012-2013	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*
A. International Civil Service Commission	47	47	–	–	47	47
B. Joint Inspection Unit	20	20	11	11	31	31
C. United Nations System Chief Executives Board for Coordination	14	14	–	–	14	14
Total	**81**	**81**	**11**	**11**	**92**	**92**

[a] All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

[b] Comprises 11 temporary posts for the Inspectors of the Joint Inspection Unit.

Table 31.7 **Post resources, by category[a] (jointly financed resource requirements)**

	Established jointly financed		*Temporary jointly financed*[b]		*Total*	
	2012-2013	*2014-2015*	*2012-2013*	*2014-2015*	*2012-2013*	*2014-2015*
Professional and higher						
D-2	3	3	11	11	14	14
D-1	5	5	–	–	5	5
P-5	8	8	–	–	8	8
P-4/3	23	23	–	–	23	23
P-2/1	5	5	–	–	5	5
Subtotal	**44**	**44**	**11**	**11**	**55**	**55**
General Service						
Principal level	4	4	–	–	4	4
Other level	33	33	–	–	33	33
Subtotal	**37**	**37**	**–**	**–**	**37**	**37**
Other						
Local level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**81**	**81**	**11**	**11**	**92**	**92**

[a] All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

[b] Comprises 11 temporary posts for the Inspectors of the Joint Inspection Unit.

Table 31.8 **Distribution of regular budget resources, by component (United Nations share of jointly financed activities)**

(Percentage)

A. International Civil Service Commission	53.3
B. Joint Inspection Unit	28.4
C. United Nations System Chief Executives Board for Coordination, including the IPSAS project	18.3
Total	**100.0**

Technical adjustments/growth

31.7 The decrease of $434,500 under the regular budget requirements reflects the combined effect of the decrease in the United Nations share of the jointly financed requirements of ICSC, the Joint Inspection Unit, CEB and the IPSAS project and the decrease of the proposed budgets of ICSC and the IPSAS project. The decrease of $541,900 under the jointly financed budget relates to the reduction of non-post requirements of ICSC ($100,000), reduced requirements for the IPSAS project ($333,300) and the removal of a non-recurrent provision ($108,600) in respect of consultants for the Joint Inspection Unit.

A. International Civil Service Commission

Full budget of the International Civil Service Commission (before recosting): $18,319,600

Regular budget resource requirements for United Nations share (before recosting): $5,917,200

31.8 The activities for which ICSC is responsible fall under component A of programme 27, Jointly financed activities, of the biennial programme plan for the period 2014-2015.

31.9 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216 and 52/216, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

31.10 The overall broad objectives of the Commission's programme of work are: (a) to continue to maintain a common system of salaries, allowances and benefits; (b) to establish and maintain procedures and/or methodologies by which the principles for determining conditions of service should be applied; (c) to establish and maintain post adjustment classifications and daily subsistence allowance rates for some 200 countries and areas around the world; (d) to conduct surveys of the best prevailing conditions of employment for General Service staff at headquarters duty stations; (e) to develop and maintain job evaluation standards; and (f) to provide to the organizations guidance and advice on various human resources management issues.

31.11 The Chair of the Commission is responsible for directing its work. The Executive Secretary, as the Chief Administrative Officer of the Commission, is responsible for the preparation of the budget estimates, in consultation with the Chair and the Vice-Chair, and for submitting them to the Secretary-General.

31.12 The proposed programme budget reflects congruence with the format and substance of the biennial programme plan for the period 2014-2015, the ICSC statute and prior decisions of ICSC. The mandate of ICSC remains unchanged: regulating and coordinating the conditions of service of the United Nations common system.

Programme of work of the International Civil Service Commission

31.13 It is expected that ICSC will hold two sessions with a total duration of four weeks in 2014 and two sessions with a total duration of four weeks in 2015. Of the two sessions held each year, one will take place in New York and the other will be held elsewhere, in principle at the headquarters of one of the participating organizations of the United Nations common system. The Commission may also decide to establish working groups on selected issues. Those working groups would be composed of members of the Commission and/or its secretariat, as well as representatives of the member organizations and staff federations. It is expected that during the biennium 2014-2015 seven such working groups will be established and that each of the groups will meet for two weeks. Furthermore, it is anticipated that representatives of the Commission will participate in the meetings (one meeting per year) of the technical working groups established by the governing bodies of the participating organizations.

31.14 The Commission's Advisory Committee on Post Adjustment Questions will hold one session of one week's duration in each year of the biennium. As is the case with the members of ICSC, the members of the Advisory Committee are entitled to travel and subsistence allowances in accordance with the rules established by the General Assembly for members of organs and subsidiary organs of the United Nations serving in their individual capacity.

Table 31.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

	(ii) Percentage of recommendations adopted by the Commission *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification, for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification *Performance measures* 2010-2011: 3 months Estimate 2012-2013: 3 months Target 2014-2015: 3 months (ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year) *Performance measures* 2010-2011: 100 per cent within 4 to 8 weeks Estimate 2012-2013: 100 per cent within 4 to 8 weeks Target 2014-2015: 100 per cent within 4 to 8 weeks

(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system *Performance measures* 2010-2011: 1 week Estimate 2012-2013: 1 week Target 2014-2015: 1 week

External factors

31.15 The component is expected to achieve its objectives and expected accomplishments on the assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.

Outputs

31.16 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies: approximately 20 formal meetings and informal consultations of the Fifth Committee on issues both of conditions of service of the United Nations common system and of human resources management; 4 sessions of the Commission; 2 sessions of the Advisory Committee on Post Adjustment Questions; and approximately 7 meetings of working groups of the Commission on specific issues of conditions of service;

(b) Parliamentary documentation:

(i) Reports and research papers on specific issues raised by Member States, organizations and staff representatives submitted to the Commission and other documentation submitted to the Advisory Committee and working groups of the Commission under their programme of work (90);

(ii) Substantive assistance to the Commission and the Advisory Committee in preparation of their respective reports (18);

(c) Other substantive activities:

(i) Responses on behalf of the Commission on cases of specific issues before the Administrative Tribunal (12);

(ii) Cost-of-living surveys at field duty stations (290); categorization of hardship duty stations (approximately 1,000), including system-wide dissemination and assignment of temporary ad hoc classifications; revisions of manuals on the United Nations salary system (2); monthly revisions and promulgations of post adjustment (24) and daily subsistence allowance (24); issuance of information on hazard pay locations; ICSC workshops on the operation of the post adjustment system, salaries and allowances, General Service survey methodology (6); special workshops on the post adjustment system (3); training courses on job evaluation and training material for mobility and hardship arrangements (6); and salary survey workshops (6);

(iii) Technical material (hard copy and electronic issuances): cost-of-living survey reports and monthly updated post adjustment indices with respect to exchange rate movements,

inflation and rental subsidy thresholds (24 post adjustment circulars); revised job evaluation tools (2); revised user-friendly manuals on the United Nations salary system (1); post adjustment system (1); daily subsistence allowance circulars (24); information material and tools pertaining to mobility/hardship arrangements (2);

(iv) Global staff surveys on issues under the mandate of the Commission: following the launch of the 2008 global staff survey on recruitment and retention, the Commission has decided, and Member States have supported the decision, to repeat the global staff survey at regular intervals in order to measure the success or otherwise of measures taken over time by organizations to attract talent to the United Nations common system and to retain it. Additional surveys will also be carried out, as appropriate, on other issues under the mandate of the Commission to seek the views of staff on the efficacy of various human resources management initiatives in order to better inform policy decisions taken by the Commission in the course of its ongoing work.

Table 31.10 **Jointly financed resource requirements: International Civil Service Commission**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Post	12 390.2	12 390.2	47	47
Non-post	6 029.4	5 929.4	–	–
Total	**18 419.6**	**18 319.6**	**47**	**47**

31.17 The estimated jointly financed resource requirements in the amount of $18,319,600, reflecting a decrease of $100,000, would provide for 47 posts (1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2, 3 General Service (Principal level) and 20 General Service (Other level)) and non-post operational requirements related to consultants, travel of representatives and staff, contractual services, hospitability and operating costs. The net decrease of $100,000 under non-post requirements of the full budget of the Commission relates to: (a) reductions in general operating expenditure ($111,000) based on past expenditure patterns; offset partly by (b) an increase in provisions for training ($11,000) to enable the secretariat of the Commission to attend specialized training courses in the area of human resources development and salary administration that are not offered by the Office of Human Resources Management.

Table 31.11 **Regular budget resource requirements: United Nations share of the budget of the International Civil Service Commission**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Non-post	6 066.5	5 917.2	–	–
Total	**6 066.5**	**5 917.2**	–	–

31.18 The regular budget requirements in the amount of $5,917,200, reflecting a decrease of $149,300, relate to the United Nations share in the resource requirements of ICSC for the biennium 2014-2015. The decrease in the United Nations costs under this section is attributable to (a) the combined effect of a decrease of the United Nations share of the budget of ICSC from 33.4 per

cent (for the biennium 2012-2013) to 32.3 per cent (estimated for the biennium 2014-2015) and (b) the decrease in the resource requirements of ICSC for the biennium 2014-2015.

B. Joint Inspection Unit

Full budget of the Joint Inspection Unit (before recosting): $14,052,700

Regular budget resource requirements for United Nations share (before recosting): $3,147,800

31.19 The activities for which the Joint Inspection Unit is responsible fall under component B of programme 27, Jointly financed activities, of the biennial programme plan for the period 2014-2015.

31.20 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

31.21 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

31.22 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

31.23 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

31.24 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for its reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations contained in such reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding action to be taken, and those responsible for taking action, so that implementation and resulting impact can be clearly tracked, that is, in line with SMART (specific, measurable, attainable, relevant and time-bound) guidelines. The secretariat of the Unit has an important role to play in assisting it in this regard as well as in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

31.25 In view of the above, the present biennial programme plan reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled, however, that in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

31.26 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Table 31.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Improve the implementation and utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years *Performance measures* 2010-2011: 52 per cent Estimate 2012-2013: 55 per cent Target 2014-2015: 60 per cent (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years *Performance measures* 2010-2011: 48.5 per cent Estimate 2012-2013: 51 per cent Target 2014-2015: 60 per cent
(b) Improved capacity of participating organizations to ensure the timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online web-based tracking system *Performance measures* 2010-2011: not applicable Estimate 2012-2013: 50 per cent Target 2014-2015: 70 per cent

(c) Increased awareness and visibility of the Unit's reports and notes	(c) Increased number of visits to the Unit's website *Performance measures* 2010-2011: 75,000 visits per year Estimate 2012-2013: 80,000 visits per year Target 2014-2015: 100,000 visits per year

External factors

31.27 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) participating organizations will fully cooperate with the reviews and in the follow-up process on the implementation of recommendations; (b) there is compliance with time frames in the submission of comments on the reports of the Unit by secretariats; and (c) there are no delays in consideration or there is non-consideration by legislative organs and/or non-action by the latter to adopt specific resolutions/decisions on recommendations that may affect the achievement of expected accomplishments.

Outputs

31.28 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive inputs to meetings: approximately 30 formal meetings and informal consultations of the Main Committees of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions, and approximately 15 meetings of legislative organs of other participating organizations on issues contained in the reports of the Unit;

(ii) Parliamentary documentation: annual reports and programme of work to the General Assembly; substantive reports containing recommendations addressed to the General Assembly and/or other legislative organs, as required;

(b) Other substantive activities:

(i) Consultations with secretariats of the participating organizations on issues within the programme of work of the Unit (approximately 8 consultations); biannual meeting of the Joint Inspection Unit focal points;

(ii) Contribution to annual inter-agency meetings, such as the United Nations Evaluation Group, the Meeting of Representatives of Internal Audit Services and the Conference of International Investigators; the biannual meeting and interim follow-up contacts between the three oversight entities (Board of Auditors, Office of Internal Oversight Services and Joint Inspection Unit); and confidential letters to executive heads, as required.

Table 31.13 **Jointly financed resource requirements: Joint Inspection Unit**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Post	12 985.2	12 985.2	20	20
Non-post	1 176.1	1 067.5		
Total	**14 161.3**	**14 052.7**	**20**	**20**

31.29 The estimated jointly financed resource requirements of $14,052,700, reflecting a decrease of $108,600, would provide for the continuation of 11 positions of Inspectors and 20 posts (1 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2, 1 General Service (Principal level) and 8 General Service (Other level)) in the Unit secretariat, as well as for non-post requirements, including those of other staff costs, consultant and contractual services, travel of Inspectors and staff and operating costs. The decrease of $108,600 under non-post resources reflects the removal of the one-time non-recurrent provision under consultants related to the web-based tracking system.

Table 31.14 **Regular budget resource requirements: United Nations share of the budget of the Joint Inspection Unit**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Non-post	3 286.4	3 147.8		
Total	**3 286.4**	**3 147.8**	–	–

31.30 The regular budget requirements in the amount of $3,147,800, reflecting a decrease of $138,600, relate to the United Nations share in the budget of the Joint Inspection Unit for the biennium 2014-2015, which is 22.4 per cent. The decrease in the United Nations regular budget share of costs under this section is attributable mainly to a decrease of the United Nations share of the budget of the Unit from 23.6 per cent (for the biennium 2012-2013) to 22.4 per cent (estimated for the biennium 2014-2015) and the decrease in the resource requirements of the Unit for the biennium 2014-2015.

C. United Nations System Chief Executives Board for Coordination

Full budget of the secretariat of the United Nations System Chief Executives Board for Coordination (before recosting): $7,402,400

Regular budget resource requirements for the United Nations share (before recosting): $2,029,800

31.31 The activities for which the United Nations System Chief Executives Board for Coordination is responsible fall under component C of programme 27, Jointly financed activities, of the biennial programme plan for the period 2014-2015.

31.32 The Chief Executives Board is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental

bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB has established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with system-wide relevance, promotes inter-agency cooperation and coordination on such issues, and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. The CEB structure, with the exception of the activities of the United Nations Development Group, which is not financially supported from the budget of the CEB secretariat, is serviced and supported by a single, jointly financed secretariat.

31.33 In the biennium 2014-2015, the Board will focus on and coordinate the activities of the United Nations system to accelerate progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. The focus of its efforts will be: deepening the understanding of and coordinating joint responses to global challenges, including those related to sustainable development, climate change, the global food security crisis, the eradication of poverty and safety and security issues, in accordance with intergovernmental mandates; achieving the inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

31.34 Through its High-level Committee on Programmes, CEB will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. In the same context, special attention will be given to aligning the efforts of the organizations of the United Nations system in support of intergovernmental reviews and the monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. At the same time, the High-level Committee on Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to develop joint approaches on such priority issues as climate change in the context of sustainable development, food security and the impact of the financial and economic crises on development and post-crisis recovery.

31.35 Through its High-level Committee on Management, CEB will continue its work for the enhancement of the United Nations system-wide security management system in order to provide improved safety and security for United Nations system personnel, premises and assets. It will work on furthering cooperation in: advancing accountability and transparency in the work of the organizations of the United Nations system; harmonizing human resource management practices,

consistent with recent reforms approved by governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices across the United Nations system. In the area of human resources management, the focus will be on enhanced collaboration with the International Civil Service Commission and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: supporting the broader implementation of IPSAS and post-implementation activities throughout the system; putting in place common treasury services that have the demonstrated potential to generate considerable savings; completing the development of an advanced database with financial statistics on the entire United Nations system; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments, especially through the identification of common best practices and the continued deployment of a common framework for the analysis of information and communications technology spending and usage in United Nations system organizations as well as further developments in the area of common data communications facilities. Through the High-level Committee on Management, CEB will give special attention during the biennium 2014-2015 to building on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public through, inter alia, the publication of the inter-agency decisions.

31.36 The work of the CEB secretariat will continue to be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat will continue to provide such an information-sharing service which all parties may use, supporting an enhanced capacity for knowledge-sharing system-wide, including financial statistics, personnel statistics, headcounts of field staff and policies and practices; (b) promote further initiatives to facilitate access to information on the United Nations system for Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to gain greater understanding of issues related to the duplication and overlap of activities in specific areas and assist the Board in developing a system-wide methodology for different agencies working on the same issues; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and the engagement of the CEB secretariat with the Committee for Programme and Coordination, including by facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

31.37 The General Assembly in its resolution 66/246 requested the Secretary-General, in his capacity as the Chair of the United Nations System Chief Executives Board for Coordination, to consult all the participating organizations on consolidating the secretariat of the Board at United Nations Headquarters in New York and to report thereon to the Assembly at its sixty-seventh session. Pursuant to that request, the Secretary-General will submit a report on the matter to the General Assembly during the main part of its sixty-eighth session. Any resource implications that may arise will be proposed to the General Assembly in the forthcoming report of the Secretary-General. In this regard, it should be noted that no amounts have been included in the resource requirements under section 31 contained in the present report.

Table 31.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of joint United Nations system initiatives (such as common position papers of coordinated support to Member States) developed through CEB in response to global challenges *Performance measures* 2010-2011: 6 coordinated initiatives Estimate 2012-2013: 6 coordinated initiatives Target 2014-2015: 6 coordinated initiatives (ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations *Performance measures* 2010-2011: 20 activities Estimate 2012-2013: 22 activities Target 2014-2015: 22 activities (iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly *Performance measures* 2010-2011: 3 activities Estimate 2012-2013: 4 activities Target 2014-2015: 4 activities

(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement) to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters *Performance measures* 2010-2011: 22 coordinated system-wide responses Estimate 2012-2013: 24 coordinated system-wide responses Target 2014-2015: 24 coordinated system-wide responses (ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities *Performance measures* 2010-2011: 4 measures Estimate 2012-2013: 5 measures Target 2014-2015: 5 measures
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based) *Performance measures* 2010-2011: 8 issuances of informative material Estimate 2012-2013: 8 issuances of informative material Target 2014-2015: 8 issuances of informative material (ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation

	Performance measures 2010-2011: 2 standards endorsed Estimate 2012-2013: 4 standards endorsed Target 2014-2015: 4 standards endorsed
(d) Informed decision-making by Member States and United Nations system organizations in relation to IPSAS implementation and post-implementation	(d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of implementation and post-implementation *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent (ii) All information on the progress of IPSAS adoption and post-implementation activities by organizations of the United Nations system is reported on time to Member States *Performance measures* 2010-2011: 100 per cent Estimate 2012-2013: 100 per cent Target 2014-2015: 100 per cent

External factors

31.38 The component is expected to achieve its objectives and expected accomplishments on the assumption that the member organizations and their governing bodies commit themselves and make timely contributions to the issues addressed by CEB.

Outputs

31.39 During the biennium 2014-2015, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) General Assembly:

a. Substantive servicing of meetings: contribution to meetings of the Second and Fifth Committees on matters related to inter-agency affairs and the United Nations common system (on average 4 times per year);

b. Parliamentary documentation: CEB comments on the reports of the Joint Inspection Unit; inter-agency statistical reports on human resources, financial and general administrative subjects (on average 4 times per year);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: contribution to plenary meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report; inter-agency inputs to reports for the high-level, coordination and operational activities segments of the Economic and Social Council;

(iii) Committee for Programme and Coordination:

a. Substantive servicing of meetings: contribution to Committee meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report;

(iv) International Civil Service Commission:

a. Substantive servicing of meetings: contribution to the activities of the Commission and its subsidiary bodies, as provided for in article 28 of the ICSC statute (annual meeting of Commission and, on average, 2 meetings of subsidiary bodies per year);

b. Parliamentary documentation: miscellaneous papers on common positions of the United Nations system relating to conditions of service in the common system (on average 2 papers per year);

(v) Standing Committee of the United Nations Joint Staff Pension Board:

a. Substantive servicing of meetings: contribution to the activities of the Standing Committee of the United Nations Joint Staff Pension Board;

b. Parliamentary documentation: miscellaneous papers on common United Nations system positions related to the Pension Fund;

(b) Other substantive activities:

(i) Substantive servicing of inter-agency meetings:

a. Meetings of CEB focal points to finalize the summary of conclusions of CEB and to plan follow-up activities (2 sessions per year);

b. Meetings of inter-agency working groups and ad hoc inter-agency task arrangements established by the high-level committees in the programme (10 meetings per year) and management areas (10 meetings per year);

c. Meetings of the High-level Committee on Management (2 sessions per year);

d. Meetings of the High-level Committee on Programmes (2 sessions per year); intersessional meetings (2 sessions per year);

e. Substantive sessions of CEB (2 sessions per year);

(ii) Documentation for inter-agency meetings: background and technical papers, summary of conclusions and reports for CEB and its two high-level committees; IPSAS progress report to the High-level Committee on Management (total of 8 per year);

(iii) IPSAS accounting guidance and system-wide support papers (3 or 4 per year);

(iv) Technical material:

a. Monthly system-wide promulgation of rates for freelance interpreters, translators and editors and promulgation of rates relating to hardship payments;

b. United Nations system Extranet; Executive Information Network; CEB website; United Nations website system locator; United Nations system chart; mechanisms in support of spouse employment and dual careers; education grant database; directory of senior officials; annual common system personnel statistics and education grant survey; United Nations system common directory; best practices of the United Nations system in human resources and the areas of information technologies and finance and budget.

Table 31.16 **Jointly financed resource requirements for the secretariat of the United Nations System Chief Executives Board for Coordination, including the IPSAS project**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Post	4 950.7	4 950.7	14	14
Non-post[a]	2 785.0	2 451.7	–	–
Total	**7 735.7**	**7 402.4**	**14**	**14**

[a] Includes requirements of $1,895,500 for the biennium 2012-2013 and $1,562,200 for the biennium 2014-2015 for the IPSAS project.

31.40 The estimated jointly financed resource requirements for the CEB secretariat in the amount of $5,840,200 would provide for the continuation of 14 posts in the CEB secretariat (1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 General Service (Other level) in New York and 1 D-1, 1 P-5, 2 P-4 and 3 General Service (Other level) in Geneva), as well as for the non-post requirements for general temporary assistance, consultants, overtime, official travel of staff, contractual services, and other operating costs for both CEB secretariat offices at Headquarters and in Geneva.

31.41 The estimated requirements for the IPSAS project in the amount of $1,562,200, reflecting a decrease of $333,300, would provide for: (a) staffing funded through general temporary assistance arrangements, equivalent to one P-5, one P-4 and one General Service positions on a full-time basis to provide support at the system-wide level to United Nations system organizations, including the United Nations itself on the project implementation and post-implementation activities; and (b) operating requirements of the team members, including those for travel and supplies and materials. The decrease of $333,300 in requirements for the IPSAS project is related to: (a) the reduction under general temporary assistance, equivalent to one P-4 position, reflecting the scaling down of activities post-2013 ($312,100); and (b) the reduction of requirements under travel ($21,200). It should be noted that the budget proposal for the biennium 2014-2015 for the requirements of the IPSAS project was approved by the High-level Committee on Management at its twenty-fourth session held in September 2012.

Table 31.17 **Regular budget resource requirements: United Nations share in the budget of the United Nations System Chief Executives Board for Coordination, including the IPSAS project**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2012-2013*	*2014-2015 (before recosting)*	*2012-2013*	*2014-2015*
Non-post[a]	2 176.4	2 029.8		
Total	**2 176.4**	**2 029.8**	–	–

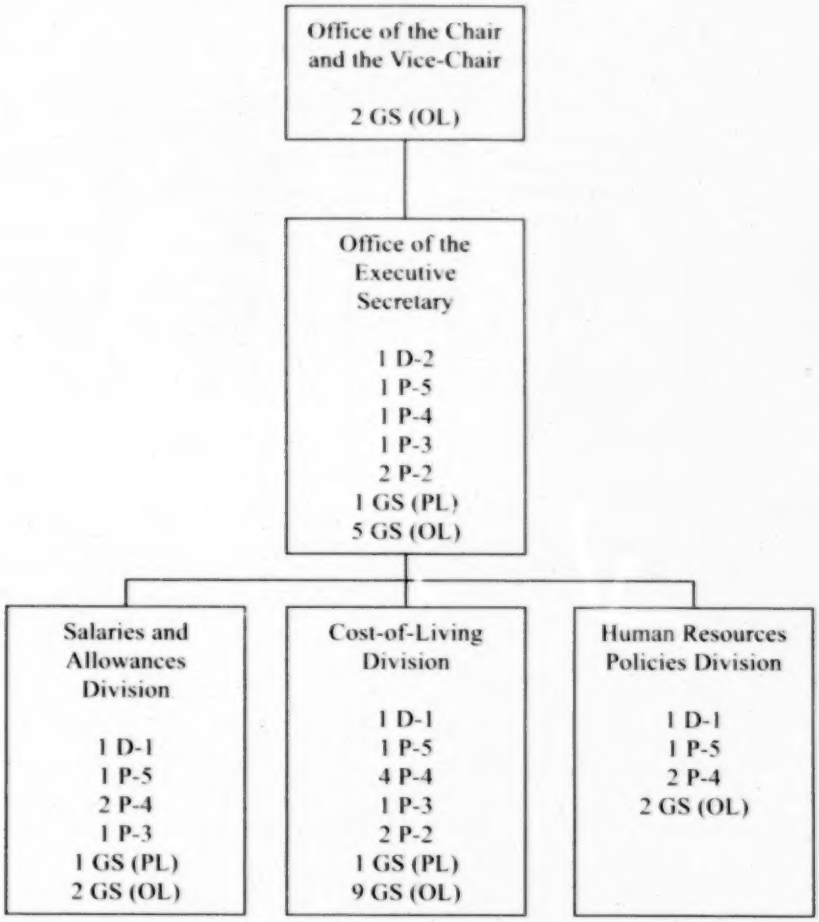
[a] Includes requirements of $534,700 for the biennium 2012-2013 and $429,600 for the biennium 2014-2015 for the IPSAS project.

31.42 The regular budget requirements in the amount of $2,029,800, reflecting a decrease of $146,600, relate to the United Nations share (27.4 per cent for the CEB secretariat and 27.5 per cent for the IPSAS project, respectively) in the costs of the secretariat of CEB and costs associated with implementation of the IPSAS project. The decrease of $146,600 is the combined effect of: (a) the decrease of the United Nations share in the costs of the CEB secretariat from 28.5 per cent for the biennium 2012-2013 to 27.4 per cent for the biennium 2014-2015 ($41,500); (b) the decrease of United Nations share in the costs of the IPSAS project from 28.7 per cent for the biennium 2012-2013 to 27.5 per cent for the biennium 2014-2015 ($13,400); and (c) the reduction of the total costs for the IPSAS project ($91,700).

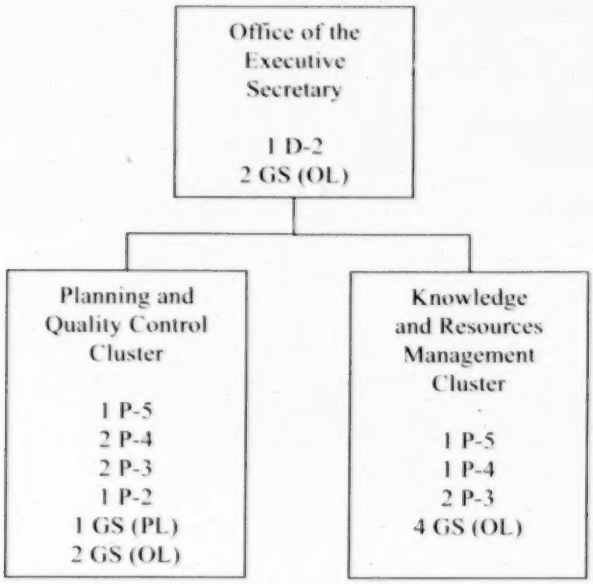
Annex I

Organizational structure and post distribution for the biennium 2014-2015

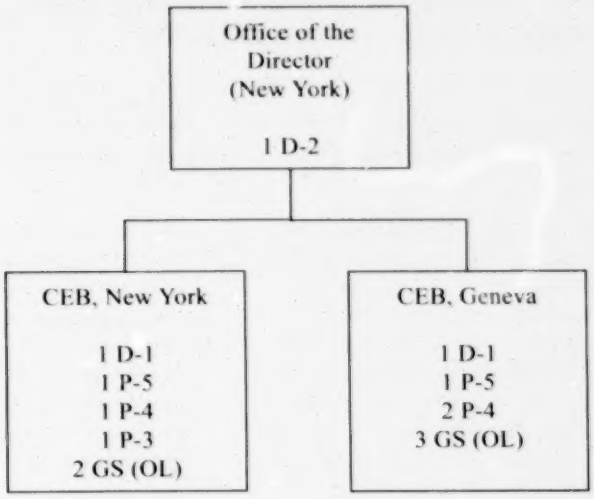
A. International Civil Service Commission



B. Joint Inspection Unit secretariat



C. United Nations System Chief Executives Board for Coordination



Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/66/7)	
The Committee is of the view that the methodology used by ICSC to collect its data is costly. The Committee suggests that the Commission consider alternative and more cost-effective means of data collection, while preserving the integrity of the process (para. X.10).	Based on the recommendation of the Advisory Committee on Administrative and Budgetary Questions, ICSC has reviewed its methodology and concluded that the methodology currently in use is the most cost-effective. Other methods considered by ICSC involving the common system staff would be more costly and could result in a situation where there is a conflict of interest. ICSC will continue to explore other methods of data collection which could prove to be more cost-effective.
The Committee questions the CEB secretariat structure and believes that there is significant scope for greater managerial and financial effectiveness. The Committee urges the Secretary-General to develop a proposal for a less costly and more functionally effective amalgamation of the CEB secretariat and report back in the context of the proposed programme budget for the biennium 2014-2015. Subject to its comments above, the Committee recommends acceptance of the Secretary-General's proposals (para. X.24).	The General Assembly, in its resolution 66/246, requested the Secretary-General, in his capacity as the Chair of the United Nations System Chief Executives Board for Coordination, to consult all the participating organizations on consolidating the secretariat of the Board at United Nations Headquarters in New York and to report thereon to the General Assembly at its sixty-seventh session. Pursuant to that request, the Secretary-General will submit a report on the matter to the General Assembly during the main part of its sixty-eighth session.